# The Value of the Project Management Professional (PMP) Certification

**Glenn R. Moore, MISM, FAC-COR (Level II), PMP**

**Center Lead for Informatics and Information Resources**

**Center for Global Health**
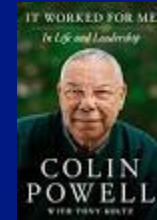
**Centers for Disease Control and Prevention**

**CDC Project Management Community of Practice**
**March 22, 2013**

‘A speaker has a responsibility to give the audience what they need to hear.

Sometimes it's what they expect; sometimes they may need to be shaken up.’

- Colin Powell

*Former U.S. Secretary of State and retired four-star Army General served as Chairman, Joint Chiefs of Staff*

# Why Pursue the PMP Certification?

- *Life* **is a project**

# Why Pursue the PMP Certification?

❑ _Life_ **is a project**

❑ **Project Management has existed for a several thousand years**

- ▪ Master builders

- ▪ Earliest attribution - Vitruvius (first century BC) - author, architect, and engineer

# Is PMP Certification Important?

- **Project Management existed for several thousand years**
  - <u>without</u> the PMP Certification

- **Why Pursue the PMP Certification?**

# Project Management History

- **Early Project Management**
  - **Master builders**
  - **Earliest attribution**
    - **Vitruvius (first century BC)**
    - **Author, architect, and engineer**
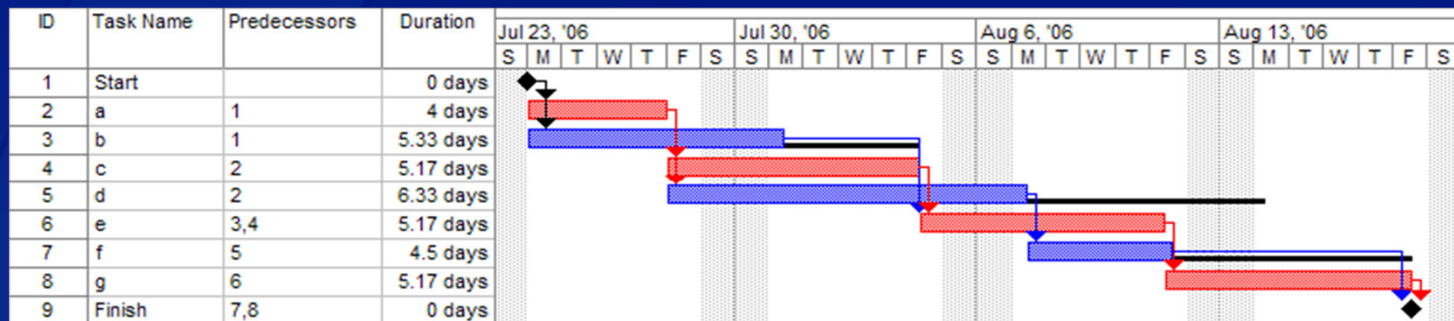
- **Early recorded project, 113 A.D.**

**Roman soldiers building a fortress,**

**Trajan's Column**
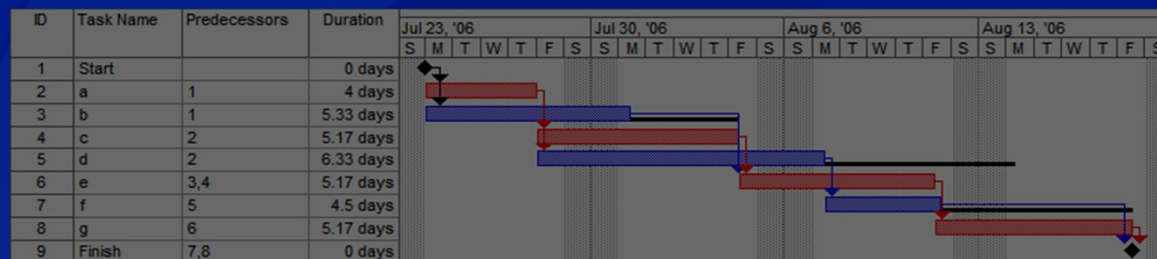
# Project Management History

❑ **Pre-1950's**

- ▪ Projects – managed on ad-hoc basis

- ▪ Use of Gantt Charts (Henry Gantt - father of planning and control techniques)

| ID | Task Name | Predecessors | Duration |
|----|-----------|--------------|----------|
| 1 | Start | | 0 days |
| 2 | a | 1 | 4 days |
| 3 | b | 1 | 5.33 days |
| 4 | c | 2 | 5.17 days |
| 5 | d | 2 | 6.33 days |
| 6 | e | 3,4 | 5.17 days |
| 7 | f | 5 | 4.5 days |
| 8 | g | 6 | 5.17 days |
| 9 | Finish | 7,8 | 0 days |

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- Frederick Winslow Taylor's theories of scientific management

  - forerunner to modern project management tools

    - work breakdown structure (WBS)

    - resource allocation

# Project Management History

- ❑ **1950's**

  - ▪ Project management recognized as distinct discipline

  - ▪ Organizations apply PM tools & techniques to engineering projects

  - ▪ Engineering model based

  - ▪ Critical Path Method (CPM) developed

    - • DuPont Corporation and Remington Rand Corporation- joint venture

    - • Plant maintenance projects

  - ▪ Program Evaluation and Review Technique (PERT)

    - • Developed by Booz Allen Hamilton (with Lockheed Corporation)
      - ○ part of U.S. Navy's Polaris missile submarine program

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❑ **1969 - Project Management Institute (PMI) formed in USA**

# Is PMP Certification Important?

- **PMP Certification Value  - two sided debate**

- **Diverse  Points of View**

  - <u>Pro</u>
    - Direct inherent benefits to earning PMP Certification
    - Certifies you have a standard set of knowledge and skills.

  - <u>Con</u>
    - No absolute correlation between having PMP Certification and ability to successfully manage projects
    - PMP certification does not prove you are a great project manager

- **Is earning the PMP Certification worth it?**

# Is PMP Certification Important?

"The value of project management certifications is hotly debated among

IT professionals. CIO.com investigates whether certifications make better

project managers and whether projects staffed by certified project

managers are more successful than projects without PMPs."

**CIO**

**"Why Project Management Certifications Matter"**

# Is PMP Certification Important?

- "PMI's Project Management Professional (PMP)® credential is the most important industry-recognized certification for project managers. Globally recognized and demanded, the PMP® demonstrates that you have the experience, education and competency to lead and direct projects."

# Is PMP Certification Important?

- "... having project managers without PMP certification results in a lower percent of projects coming in on time and on budget—especially when less than 10 percent of the project managers in the company are PMPs. Organizations with less than 10 percent of project managers who are PMPs are also much less likely to indicate an increase in projects successfully meeting the goals and business intent." **PMI's 2008** *Pulse of the Profession* **research**

- "…higher-performing projects are significantly more likely to be staffed with certified project managers&80 percent of projects classified as high-performing use a certified project manager." **2006 PWC survey**

**CIO**

**"Why Project Management Certifications Matter"**

# Is PMP Certification Important?

"Getting a PMP certification won't hurt you, and it may expose you to some useful tools and ways to organize projects. It won't, however, make you a great project manager—that you'll have to earn through blood, sweat, and tears, and hopefully some laughter."

P.M HUT  THE.PROJECT.MANAGEMENT.HUT

**(www.pmhut.com – Pam Stanton)**

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❑ **Camps generally divide into:**

- 1) Those who sought the PMP on their own and found it to be an excellent training opportunity;

- 2) Those who were required by their employer or felt pressured by the job market to obtain it; and,

- 3) Those who are active resisters or were just never required to get one.

# Is PMP Certification Important?

- "More and more CIOs believe in the importance of project management certifications, according to research from The Standish Group."

- "The publisher of the CHAOS reports which track IT project success and failure rates says that two-thirds of CIOs it surveyed regard a PMI certification as valuable."

- "The number of CIOs who require their project managers to be certified grew from 21 percent in 2005 to 31 percent by 2009."

**CIO**

"Why Project Management Certifications Matter"

# Is PMP Certification Important?

### CDC Colleagues Perspective

**Why did you pursue the PMP Certification?**

- **Peggy Joyner, PMP (since October 2001), PgMP (since January 2009)**
  - Gain the respect necessary to manage a PMO – Since I was one who needed to know what it meant.
  - "Common" language helped me understand what I had been doing for last 20 years.

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- **Prachi Mehta, PMP (since November 2008)**
    - New position in large Center
    - Important to have necessary credentials to assume new role
    - More importantly, have a "common operating language and framework" that could be promoted across team to help implement and manage work

# Is PMP Certification Important?

## CDC Colleagues Perspective

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- Was IT Portfolio Manager for CDC Infectious Disease projects
- Was extremely important to set the example for subordinate Project Managers

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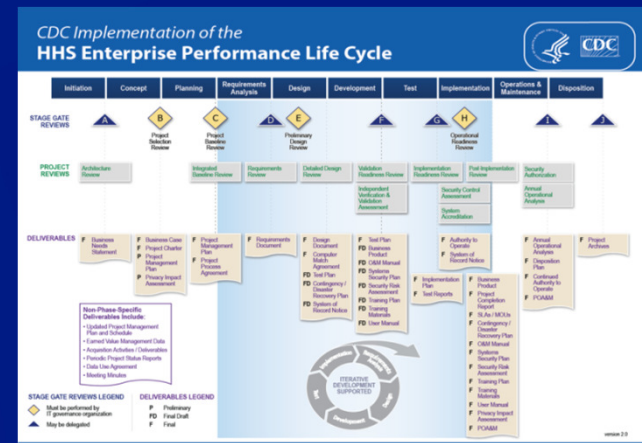
- ❑ **Mark Winarsky, PMP (since September 2010)**
    - ▪ PMP Certification recognized both within and (more importantly) outside of the government.
    - ▪ Many certifications available to CDC IT Staff are Government specific. While valuable, ones recognized internally and externally are of more value to me (personally).
    - ▪ Provides core foundational disciplines that can be applied across ANY project whether in part, or in its entirety.
    - ▪ Has provided solid network opportunities.  It's almost like a club – just without a secret handshake.
    - ▪ All the cool kids were doing it, so …

# Is PMP Certification Important?
## Why I Pursued the PMP Certification

- **Glenn Moore, PMP (since September 2010)**
  - Gain exposure to a new set of tools

  - Add Credibility to my years of Project Management experience

  - Add structure to 6 PM processes:
    - Initiating
    - Planning
    - Executing
    - Monitoring
    - Controlling
    - Closing

  - Complements HHS/CDC EPLC & Governance Framework



CDC Implementation of the
**HHS Enterprise Performance Life Cycle**

# Did My PMP Certification add Value?

- ❑ **September 1, 2010 - Achieved PMP Certification**

- ❑ **March 2012 – Selected as DISO Associate Director for Management (Acting)**

- ❑ **June 2012 – Selected as Associate Director for Information Services – NCEH/ATSDR**

- ❑ **November 2012 – Selected as Center Lead for Informatics and Information Resources – Center for Global Health**

# Is PMP Certification Important?

**CIO Article Insights**

**"The best project managers are those who consistently deliver, on time and within budget, projects that meet or exceed stakeholders' expectations."**

**Meridith Levinson , CIO.com**

**"…leadership and people skills are even more important to good project management than a sound methodology and project tracking tools."**

**Fumi Kondo, Managing Director, Intellilink**

Center for Global Health
Informatics and Information Resources

# Final Thoughts

❑ **Project Management is not for the faint of heart**

❑ **Build relationships – PM's rely on others for success**

❑ **Communication skills are key**

❑ **Know the value proposition (<u>customer's</u> definition)**

❑ **Have a sense of humor**

  ❑ Sometimes you need to laugh, even if it is at yourself! ☺

**"When everything seems to be going against you, remember that the airplane takes off against the wind, not with it."**

**- Henry Ford**

*Founder of the Ford Motor Company*

CDC

# Thank you!

# Questions/Comments

**Future Questions/Comments:**

**Glenn Moore, fxv5@cdc.gov, 404-718-8327**
**Center Lead, CGH Informatics & Information Resources Office**

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http://en.wikipedia.org/wiki/Trajan%27s_Column

**"If you dislike change,**

**you're going to dislike irrelevance even more."**

**- Eric K. Shinseki , December 10, 2001**

**7th United States Secretary of Veterans Affairs**

**– quote while serving as Chief of Staff of the United States Army, 1999-2003**

**Roman soldiers building a fortress,
Trajan's Column 113 AD**

courtesy of F. Yegul